



Promise and Possibility

A PLAN FOR BALTIMORE



Baltimore is a city of promise and possibility. This is my plan to usher us into an era where the city lives up to its potential and where we end politics as usual.

There are 8 core areas that are key to the city's promise and possibility:



Education & Youth Development



Community Prosperity



Safety



Housing & Neighborhoods



Infrastructure & Sustainability



Leadership, Innovation, & Investment



Health



Arts & Culture

Each of these sections has been developed with the feedback and input of citizens across the city and I look forward to hearing from you, too.

We know that in order for our city to live up to its promise, it must be a city in which our young people thrive, a city that is economically viable, both as an institution and for its residents, and a city in which we all feel safe. We must also celebrate our rich culture, understand the importance of public health, and make systems and structures accountable to citizens. Together, we can make this happen.

If you would like to provide input into any of the plan development, please e-mail me at deray@derayformayor.com.

Together, we will win.

// DeRay



Education & Youth Development

Our Young People Thrive

I believe that every student in the city of Baltimore should have access to a dynamic, high quality education that prepares each child for college or a career. This plan has been developed with an understanding that the current legal and accountability frameworks that govern the relationship between City Hall and City Schools limit the degree to which City Hall can engage in direct intervention in support of Baltimore students. However, through strategic partnership and investment, increased transparency, and the heightened coordination of city-provided services in response to family needs we can catalyze change and lay the groundwork for reconfiguring the role of City Hall in the support and governance of City Schools.



The icon highlights the issues and actions that DeRay has prioritized to be addressed in the First 100 Days of his administration.

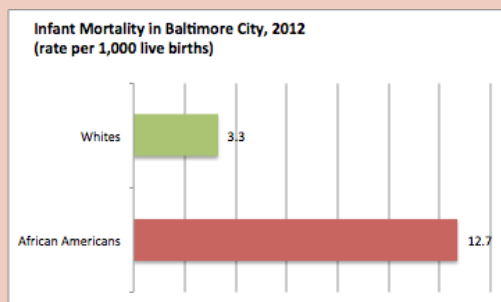
Together we can:

- Develop an integrated financing plan that draws effectively on city, state, federal and philanthropic resources to **scale-up the nationally recognized B'More for Healthy Babies Initiative** to provide research-based home visiting programs and other parenting supports to ensure every new baby in Baltimore arrives healthy and is able to thrive (see: [Pew Trusts: Bringing Up Baltimore](#))
- **Expand full-day public pre-K to enroll all low-income 3-4 year olds.** Begin immediately by:
 - **Coordinating with and strengthening Baltimore's Head Start Program** to make best use of existing federally-funded, resources
 - **Identifying, recruiting and enrolling the estimated 1,000 low-income 4 year olds** eligible for but not currently enrolled in public pre-K.
- Simultaneously work with the City's State and Congressional delegations to **increase public funding and support for expansion to all low-income 3 and 4 year olds.**
- **Create literacy-rich environments and programming throughout our community that support every young child's early exploration and development** – and every parent as their child's first teacher – by working with the Baltimore Campaign for Grade Level Reading and its key partners to do so. (See: [gradelevelreadingbaltimore.org.](#))

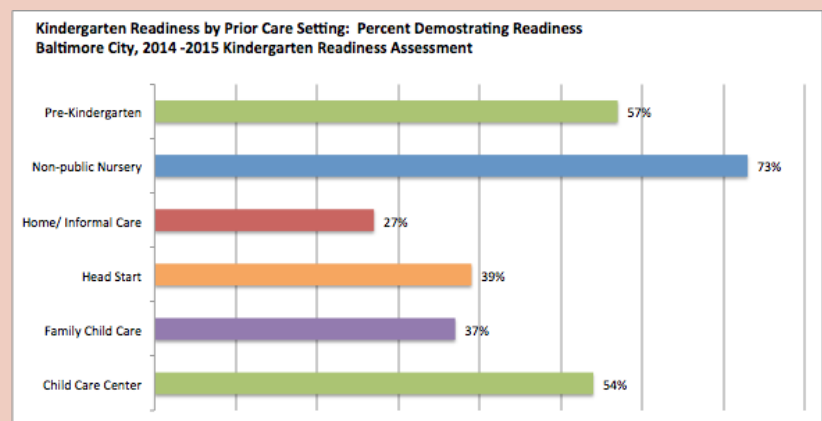


Current Status:

Baltimore children are born healthy and enter school ready to succeed.



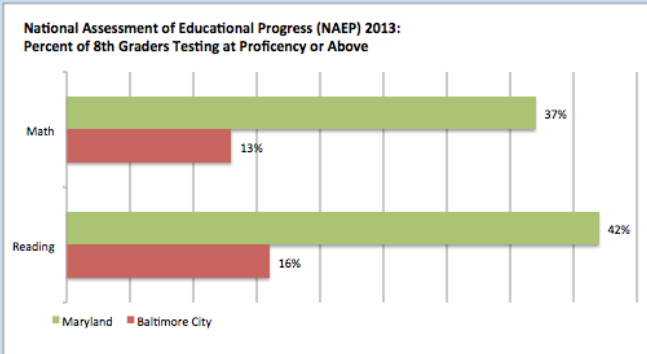
Source: Maryland Department of Health and Mental Hygiene, Annual Report as reported in Baltimore's Promise 2015 Baseline Report to the Community.



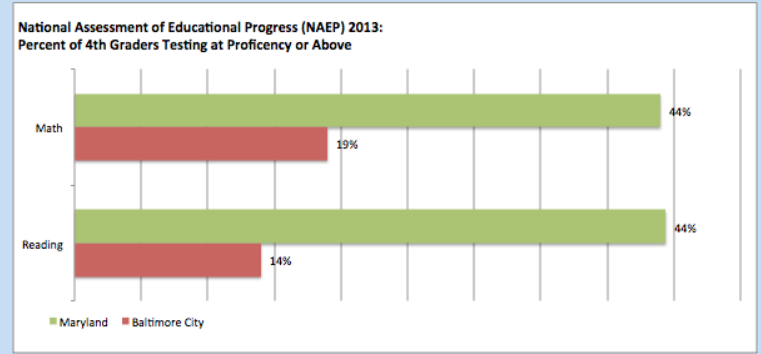
Source: Maryland State Department of Education, 2014-2015 Readiness Matters Report

Baltimore's young people attend great schools and have the full support of the community to explore their unique skills and talents, their history and culture.

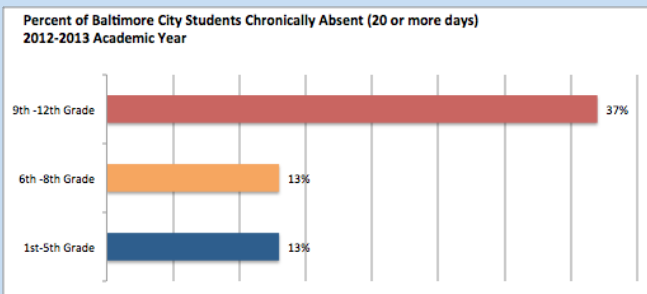
Current Status:



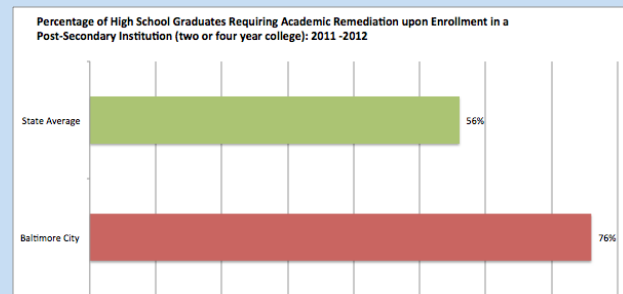
Source: National Center for Education Statistics as reported in Baltimore's Promise 2015 Baseline Report to the Community.



Source: National Center for Education Statistics as reported in Baltimore's Promise 2015 Baseline Report to the Community.



Source: Baltimore Neighborhood Indicators Alliance analysis of Baltimore City Public School System data



Source: Maryland Higher Education Commission Data Book, 2015.

Together we can: Demand Accountability and Increase Investments

- Partner with City Schools to **provide strategic investments that will ensure that every Baltimore City School student has access to a rigorous curriculum in a classroom led by a great teacher and in a school with vigorous and visionary leadership.**



- Demand financial and management transparency from City Schools,** including the release of internal audits.

- As transparency improves and the full picture of the school system's finances emerges, move to **increase the city's own contribution to schools in particular areas of need and opportunity** to exceed the current level (which just meets State Maintenance of Effort requirements)

and demonstrate city-level leadership and commitment to our schools.



- Advocate at the state level to **fix the public school funding formula to fill the gap in school funding caused by the increase in assessed value of developments that have received subsidies** – Tax Increment Financing (TIFs) and Payments in Lieu of Taxes (PILOTs) – and are therefore not taxed at their full assessed value.
- Use once in-a-lifetime investments in schools through the 21st Century School Plan to rebuild mixed-income city communities where children and families can thrive.**

Together we can: Increase Urgency and Expand Opportunity

- **Increase Baltimore’s current investment in Community Schools and after-school programs** to provide academic enrichment, mentoring, counseling, recreation, and other supports in all schools and/or to all children. (See: [Baltimore Sun: Community schools serve families, neighborhoods.](#))
- **Establish city-wide recreational and competitive sports leagues** operating through city parks and in middle and high schools – everybody wins when everybody plays!
- **Revisit lessons learned from the Baltimore Attendance Collaborative and its *Every Student: Every Day* campaign** in a renewed focus on reducing chronic absence, increasing school attendance and high school graduation (see: <http://baltimoreattendance.org>). Key components should include:
 - **Safe passages to and from school;**
 - **Improved bus service** to get students to school on time and without lengthy bus rides;
 - **Data to identify chronically absent students and connect them with support and transportation**
- **Assess the feasibility of repurposing closed schools and recreation centers** to ensure what kind of opportunities are available in all neighborhoods.
- **Create an online hub of academic enrichment, out of school time and summer programs** that can match students to high-quality learning opportunities offered around the city.
- **Invest in ensuring students develop 21st century skills by collaborating with local technology entrepreneurs and innovators** to launch computer and coding opportunities in school and community-based academic enrichment programs.



Together we can: Increase College and Career Readiness

- **Expand dual enrollment, early college and linked learning programs** in Baltimore high schools to prepare students for college and careers that provide family sustaining wages.
- In conjunction with city schools and community partners, **strengthen college and career advising and support** so young people and their families understand their options and the steps they need to take to achieve their postsecondary aspirations.
- **Align Career Technical Education (CTE) offerings in City Schools with high demand, high wage jobs** in the region and ensure these offerings lead to industry recognized credentials that will enable graduates to compete for these jobs.
- Coordinate City School’s internship and work programs with the Mayor’s Office of Employment Development’s YouthWorks to **provide expanded summer and year-round work, internship and apprenticeship opportunities** that allow the city’s youth to explore the world of work and envision a place for themselves in it.

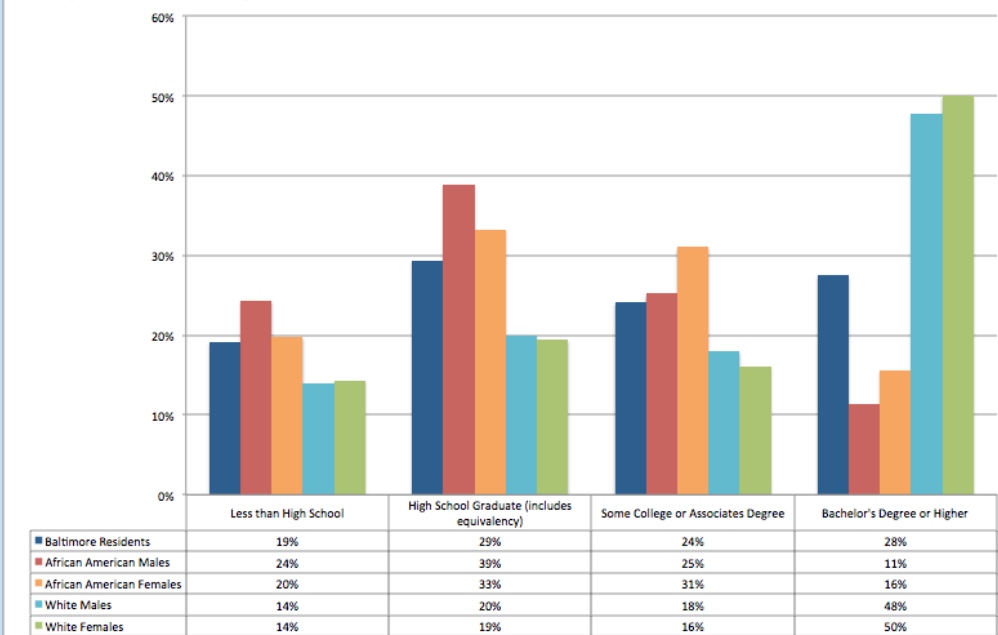
All of Baltimore's residents have the education and training they need to compete in the regional economy

Current Status:

According to the Georgetown Center on Education and the Workforce, by 2020, **69% of the jobs in Maryland will require some training beyond high school.**

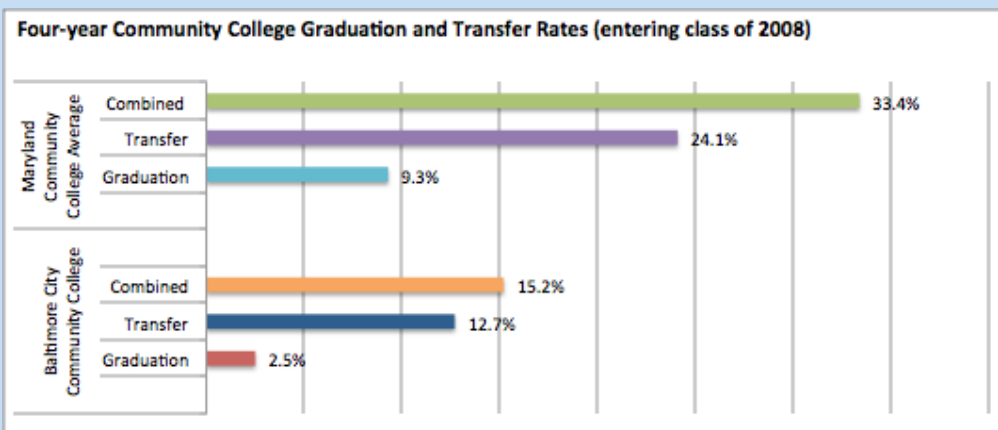
Educational Attainment of Baltimore City Residents 25 and Over by Sex and Race (highest level attained)

Source: U. S. Census, American Community Survey, three-year average, 2011- 2013



Four-year Community College Graduation and Transfer Rates (entering class of 2008)

Source: Source: Maryland Higher Education Commission Data Book, 2014



Together we can:



- **Establish a full academic scholarship** with accompanying mentoring, guidance and support **for all low-income graduates of Baltimore City Public Schools** who apply and are admitted to a four-year degree granting institution.
- **Provide an ongoing, sustainable source of funding to upgrade the skills of unemployed and underemployed Baltimore residents by establishing a Baltimore Fund for Occupational Skills Training** that meets employer demand for skilled workers, is aligned with available jobs in growing sectors of the regional economy, and leads to middle income wages. Resources from this Fund would be used only for programs able to demonstrate their effectiveness in completion and job placement rates and increased wages.
- **Advocate for the radical transformation of Baltimore City Community College** into an engine of opportunity for city residents – dramatically increasing graduation, completion and transfer rates **through improved governance and leadership; strengthened programming** to include co-requisite remediation and a greater alignment with the region’s middle skill jobs; **and a relentless focus on results.** (See: *Redesigning America’s Community Colleges*, Bailey et. al., Harvard University Press, 2015.)
- Address the bottleneck to opportunity caused by the lack of a high school diploma among city adults by **building the capacity of local programs to prepare adult candidates for the GED and developing alternative models and programs that lead to a Maryland High School Diploma.**
- **Advocate at the state and federal level to create and/or expand loan forgiveness programs for low-income students**, particularly for those entering careers in public service and for students who took out loans but did not end up graduating after attending a college with persistently low graduation rates relative to other institutions. Students shouldn’t be left with the bill after institutions fail to prepare them to succeed.





Community Prosperity

Our Community Prospers

Baltimoreans have access to jobs that have family sustaining wages. The pathway to community prosperity starts when we reduce the barriers that make it difficult for individuals to find and maintain jobs and open up businesses. Prosperity acceleration occurs when we commit to an economic development plan that partners our city with its residents, aimed at unlocking the skills and energy already existing in communities, with the goal of long-term investments in the success of the city.

Together we can:



- Advocate to **increase the state's minimum wage to \$15/hour.**

- Dramatically **expand youth employment with a particular focus on hiring from neighborhoods with the highest rates of young people disconnected from school and work** and building on the YouthWorks program that employed 8,000 young people last summer.

- **Establish transitional work (subsidized work) opportunities** in the city's anchor institutions, public agencies, projects receiving public subsidy and public infrastructure improvements as an initial opportunity to build skills and establish a work history for adults living in poverty and citizens returning from incarceration. (Models: Use of TANF wage subsidies in the American Recovery and Reinvestment Act, Georgia Works, New York City Sandy clean-up)



- **Strengthen local hiring policies and practices** to maximize the employment potential of the development projects and businesses that receive city contracts, subsidies and supports:

- Increase base threshold for local hires from 51% of new jobs to 51% percent of all work hours on site.
- Include clear targets for hiring residents living on public assistance, living in a household making less than half the area median income, single parents, military veterans, formerly incarcerated and system involved individuals, the chronically unemployed, or homeless. (Models: San Francisco, St. Louis and New Orleans.)
- Expand training opportunities for city residents so they are able to fill these jobs (in conjunction with the Baltimore Fund for Occupational Skills Training mentioned above).
- Build relationships with contractors/developers to connect skilled residents to available employment opportunities.

- Build the capacity of the Baltimore City Office of Wage Enforcement to **enforce the city's ban-the-box law and track local hiring through payroll reporting.**

- **Coordinate with Baltimore's existing business accelerators and innovation hubs** and establish new innovation hubs in areas where they don't exist – such as West Baltimore – to support all of the city's small business and emerging entrepreneurs.

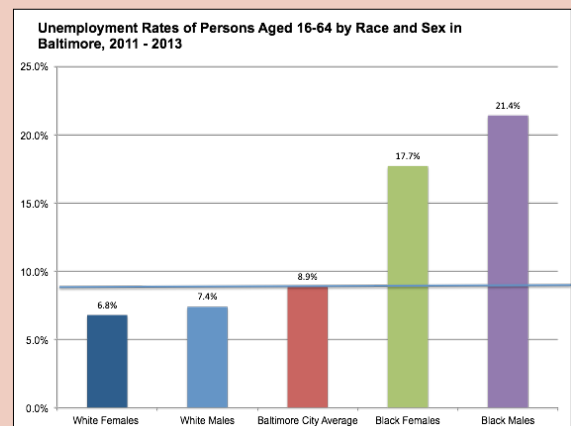
- Explore a **local fund to support the creation of worker owned co-operatives.**



- **Streamline regulations, licensing, and permitting processes** to make it easier for businesses to start and grow in Baltimore.

- **Work with employers who are invested in the city's future to directly hire more city residents** in full time jobs that pay a living wage and offer benefits.
- Work with partners in the state legislature to **pass the Maryland Healthy Working Families Act** – that would allow workers to earn one hour of paid sick leave for every 30 hours worked, up to a maximum of seven days per year for full-time workers (See: [Healthy Working Families Act](#)).

Current Status:



Source: U. S. Census, American Community Survey, three-year average, 2011-2013

Baltimoreans build, keep and grow wealth

Together we can:



- **Create matched savings accounts and/or college savings accounts** for every child. The City would partner with banks and non-profits to make an initial deposit into each account, then provide incentives for parents to contribute to the account over time (for example, the City of San Francisco contributes an initial \$50 for each kindergartener). Recent research shows that children with savings designated for school – even if it is less than \$100 – are [2.5 times more likely](#) to enroll in and graduate from college than children with no account.
- **Establish a network of Financial Empowerment Centers** with community partners and in public agencies to provide residents with one-on-one financial counseling and financial services to help residents reduce debt, build savings, and plan for their future.
 - As a part of these Financial Empowerment Centers and/or through public agency offices and other community partners, **support city residents in seeking the full benefits for which they are eligible and that augment a family's net income** including the State and Federal Earned Income Tax Credit (EITC) programs, the Supplemental Nutritional Assistance Program (SNAP), Medicaid and the Children's Health Insurance Program (CHIP).

- **Advocate to revise state policy to address high-interest check cashing establishments and other predatory practices** – such as structured settlements, late fees, fines and other penalties – that take advantage of city residents.



- Work with Community Development Financial Institutions (CDFIs), the Municipal Employees Credit Union (to which all residents have access) and others to **provide affordable, risk-free alternatives** to payday lenders (Model: [Rio Grande Valley Community Loan Center](#)).
- **Advocate for state legislation to end the practice of civil asset forfeiture in Maryland and, in the interim, instruct Baltimore police to stop seizing cash or other assets** of civilians until they have been convicted of a crime and there is clear and convincing evidence that the assets are related to this criminal activity.



- **Require all forfeited property to go to the general fund, not the police department.** (Model: New Mexico law).
- **Review Baltimore City's own fines and fees** to adjust or eliminate those that disproportionately impact low income residents.
- **Prohibit Baltimore police from using ticket or arrest quotas** to evaluate the performance of police officers or imposing fines/fees on residents as a means of revenue generation.



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- **Prohibit Baltimore police from using ticket or arrest quotas** to evaluate the performance of police officers or imposing fines/fees on residents as a means of revenue generation.
- **Advocate for legislation to prohibit the issuing of fines or arrest warrants for civilians who fail to appear in court for a traffic citation** (Model: [Ferguson Policy](#))



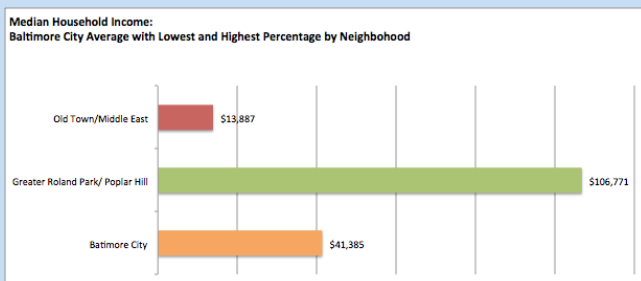
- **Permit judges discretion to waive Maryland state imposed fines and fees** for low-income people or initiate payment plans.



- **Advocate for legislation to end the practice of raising revenue from defendants and people who are incarcerated**, on parole or probation, including the \$50 fee for applying for a public defender, \$40/month parole supervision fee, and \$100 drug testing fee (Model: [Virginia](#)).

- **Advocate for legislation to reform the child support system** to focus on encouraging parent involvement, providing mediation, structuring payments to be within the means of the parent, ensuring payments actually reach families, and providing employment and legal assistance to build parents' capacity to support their children.

Current Status:



Source: Baltimore Neighborhood Indicators Alliance (BNIA) analysis of U.S. Census American Community Survey five-year data, 2009- 2013.

Economic development benefits all residents

- **Develop new tools to expand the scope and reach of the city's economic and community development strategies across all neighborhoods:**
 - **Work with existing Community Development Financing Institutions (CDFIs)** to lend money to small businesses, homeowners and others who lack good private banking options and to serve as an alternative funding source for infrastructure and housing projects. (Models: Bank of North Dakota, START Community Bank in New Haven.)
 - **Support the development of Community Land Trusts** to improve and expand access to affordable housing options and other public spaces.
- **More effectively use existing community and economic development tools by:**
 - **Rigorously evaluating requests for TIFs (tax increment financing) and PILOTs (payments in lieu of taxes) against an efficiency and equity framework** that asks:
 - Are subsidies required or necessary to the advancement of the proposed development (could it proceed anyway)?
 - What are the full range of costs in addition to foregone tax revenues – and including in particular loss of state funding for schools from increased property values – that the city will incur?
 - Who will benefit? In what ways?
 - Are there clawback provisions, e.g. if job creation guarantees are not met?
 - **Ensuring inclusion of clear, accountable, workforce utilization and development plans to meet strengthened local hiring goals;** and
 - Working with developers, community associations and groups to **execute clear, accountable, Community Benefits Agreements** such as the one just completed for the University of Maryland BioPark that included a \$4 million investment in a neighborhood recreation center along with a \$17.5 million TIF deal for the private developer managing the expansion of the BioPark. Ensure that funds from such agreements are not diverted to other purposes.
- Recognizing that the **city's anchor institutions – its universities, hospitals, churches and cultural institutions – are major landholders, employers and developers in their own right, work with these institutions to manage and support their growth in ways that measurably and directly benefit their surrounding communities** through increased employment, local purchasing and co-investment in infrastructure and other public amenities and services.
- **Explore how impact investors can work with the city to rebuild its economic and social infrastructure.**

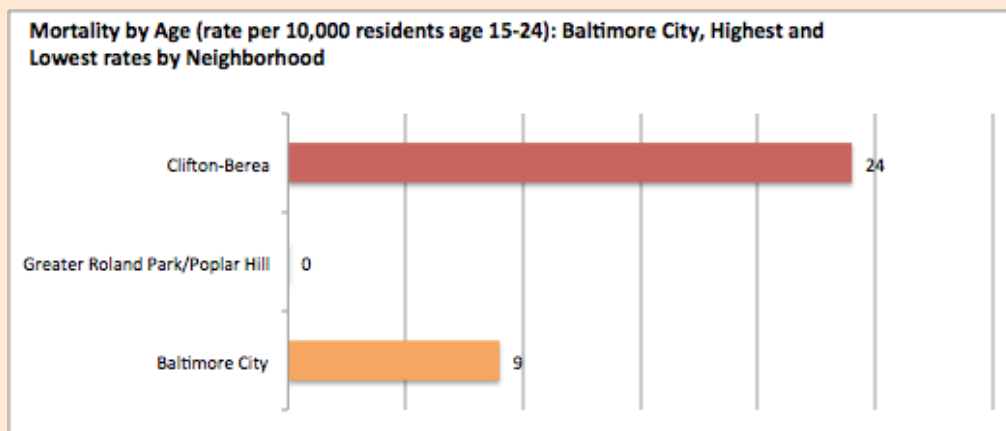


Safety

Our residents must be safe for our communities to thrive

I get that issues of safety encompass more than policing, and that to make the city as safe as we want it to be, we will have to address more than “crime.” We will have to tackle issues related to job development, job readiness, grade-level reading, transportation, and college preparedness, to name a few. But it is true that kids have to be alive to go to school, and adults in jails are not going to work. As we continue to rethink the manifold issues affecting safety in our city, we should be innovative about how, as a community, we deal with quality of life crimes, addiction, the role of law enforcement, and how we integrate those who have committed crimes back into society once they have paid the debt owed for their misdeeds.

Current Status:



Source: Baltimore Neighborhoods Indicator Alliance analysis of Baltimore City Health Department data, 2013

Invest in Effective Crime Prevention Strategies



- **Establish community first-responders to mediate and de-escalate** situations in the community, prevent retaliation, and connect people in crisis to opportunity and treatment (Models: Baltimore Safe Streets, Violence Interrupters, Skid Row Housing Trust).



- **Reinvigorate the CeaseFire Program** focused on providing pathways to a better life for the small number of individuals most at risk of perpetuating the cycle of violence.

- **Redistribute an increasing portion of the police budget to invest in expanding employment and educational opportunities in communities most affected by crime** (Model: [LA 1% campaign](#)).

- **Make the use of restorative justice a primary means of addressing offenses committed by youth** to repair harm done and reduce the chances of committing future crimes (Models: Baltimore Community Conferencing Center, Redhook Youth Court).

- Advocate to **support, expand and sustain re-entry programs that prevent returning citizens from reoffending** by connecting them to housing, employment, health resources upon release. This will help put these individuals on a path to successful reintegration into society and contribute to public savings that can be reinvested in families and communities. (Model: Baltimore’s Public Safety Compact that has dramatically reduced recidivism, see: [Abell Salutes: The Public Safety Compact](#))



- **Advocate for automatic expungement of criminal records** to help individuals eligible for expungement overcome current bureaucratic hurdles to getting their records removed from public view, reintegrate into society and prevent recidivism.



- **Commit to reinvestment strategies such as the Public Safety Compact**, in order to coordinate resources for eligible incarcerated adults to decrease the likelihood of recidivism and increase the likelihood of successful re-entry upon release.

End the War on Drugs



- **Build the capacity of community responders, in collaboration with city agencies, to divert those addicted to drugs to treatment and rehabilitation** instead of arrest and incarceration.



- **Establish a screening process for people entering the system to identify their needs and triage with other service-providers** (i.e. screen for substance use), with a focus on building their capacity to re-integrate into the economy and society.

- Develop a concrete implementation and funding plan with clear benchmarks and public accountability mechanisms to put into place **treatment on demand** – a longstanding priority of the Baltimore community (and a key recommendation of the Mayor’s Heroin Treatment and Prevention Task Force Report).

Key aspects of this plan and strategy should include:

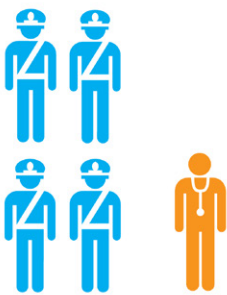
- Centralized, easy-to-access intake that is available **24/7**, with immediate access to an addiction counselor or social worker;
- Availability of **evidence-based treatment options** that align with patient need (as opposed to just lowest-cost);
- **Universal case management**;
- **Treatment for co-occurring disorders**; and
- Access to **treatment for most vulnerable individuals in the city such as inmates and the recently incarcerated**.
- Continue to **equip police officers and other first responders with Naloxone** and train them in its use.

Current Status:

Baltimore spends

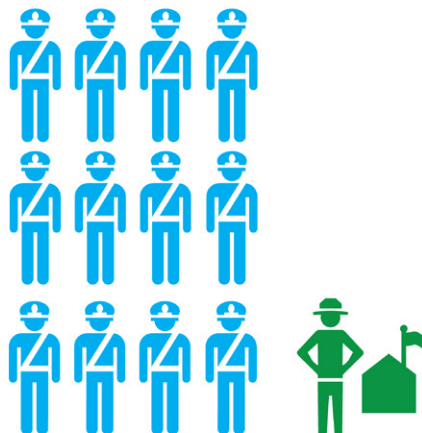
4x

more on Police than on Health



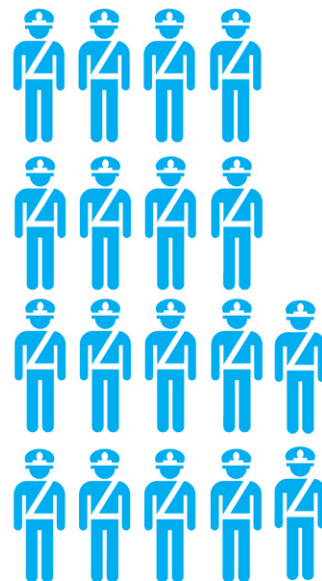
12x

more on Police than Parks and Recreation



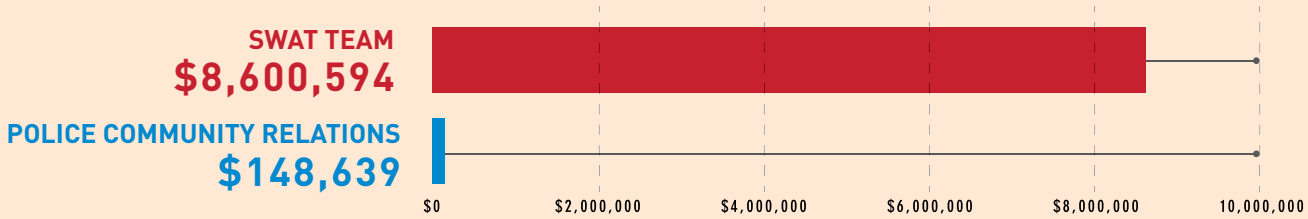
18x

more on Police than on Job Development



Current Status:

In 2015, the city of Baltimore spent over 57 times more money on its SWAT team than on police community relations



Source: *Fiscal 2015 Agency Detail Board Of Estimates Recommendations VOLUME II* (http://ca.baltimorecity.gov/flexpaper/docs/Agency_Detail_Vol2_FINAL%20web.pdf)

Ensure a Just, Fair, and Effective Response to Crime



- Reframe enforcement priorities as responding to and solving serious crimes by advocating to decriminalize low-level, nonviolent offenses such as spitting, disturbing the peace, or possessing an open container of alcohol.

- Develop new models of using data to inform policing and service-delivery efforts that do not reinforce existing biases.



- Change the Police Department *Use of Force Policy* to require and invest in de-escalation tactics. This includes the requirement that police undergo at least as many hours of training in de-escalation and crisis intervention as they spend learning how to shoot firearms.

- Eliminate the “reaching for my weapon” excuse by replacing officers’ standard issue firearms with “smart guns” that can only be fired by the designated user.



- Hire people most affected by police violence to conduct mandatory anti-racism training for police, with implications for officer performance evaluations and decisions about deployment, promotion and discipline.



- Enact an ordinance making chokeholds and “rough rides” (leaving a person unrestrained in a police vehicle) by police officers illegal.



- End the use of ticketing or arrest quotas as factors in decisions about promoting or providing incentives to police officers.



- Examine the link between police officer overtime pay and arrest quotas.



- Require a majority of Baltimore police officers to be recruited from, and live in, the communities with the highest rates of police contact.



- Advocate to end the cash bail system that conditions freedom on ability to pay and replace it with a system of pretrial supervision.

- Advocate to create a pathway to end juvenile detention in Baltimore, and ultimately across Maryland, by:

- Diverting youth offenders to restorative justice programs
- Screening youth offenders for literacy gaps, educational challenges, substance use, and other issues and connect them to educational and community supports to get back on track
- Increasing the quality and quantity of social services and youth development opportunities
- Reinvest funds currently going to keep youth in jail to community-based approaches that have yielded better results in terms of lowering recidivism such as Multisystemic therapy, cost less than juvenile detention and that thereby, save public resources for reinvestment in opportunity. (Model: Seattle City Council Resolution; MST Compact)

Ensure Accountability and Oversight



- **Encourage the Department of Justice to include the following accountability measures in their Consent Decree** with the Baltimore Police Department:
 - **Review the practices and policies of the Baltimore City Schools Police** (i.e. School Resource Officers)
 - **Implement best-practices** related to the standards and processes of internal affairs investigations.
 - **Change Police Department Use of Force Policies** to include common sense limits on when, and how, police use force consistent with recommendations from the [President's 21st Century Task Force Report](#), the [Police Executive Research Forum](#), and local advocacy groups.
 - **Expand in-service training to focus extensively on de-escalation, crisis intervention, procedural justice, and racial bias.**
 - Create pathways to **empowered civilian oversight, comprehensive tracking of police Use of Force, and increased transparency of internal affairs investigations and the status of civilian complaints.**
- **Create a system whereby victims and their families can monitor the progress of their case** in real-time to ensure justice is done.
- **Establish an open police complaints database** with information about the number of complaints against each officer, the type of complaint, outcome of investigation, and a system for imposing escalating disciplinary consequences on an officer after receiving a given number of complaints of similar nature within a specified time frame. (Model: [Invisible Institute's Chicago Citizens' Police Data Project](#)).



- **Empower the Baltimore Police Civilian Review Board** by increasing funding, giving discipline power, hiring civilian investigators and requiring that the board be comprised of those most affected by police violence.

- **Establish the principle of fairness regarding police union contracts** so that these contracts do not confer additional rights to which citizens themselves do not have access. Open up the contract negotiating process to include community involvement.



- **Eliminate provisions in the Baltimore Police Union contract that remove records of civilian complaints against officers**, limit civilian involvement in administrative hearing boards, and that prevent officers who are placed on the "do not call list" from being disciplined.
- **Institute third party reviews and ensure long-term storage of police footage from body camera and other video footage.**
- **Establish a system where the criminal, administrative, and civilian oversight investigations occur simultaneously** to avoid any delay in the process of getting to the truth.
- **Require police officers to submit to drug and alcohol testing following any incident where deadly force is used.**
- **End the practice of giving police officers the power to strike candidates from administrative hearing boards.**



- **Advocate for a full repeal of the Maryland Law Enforcement Officer's Bill of Rights.** The current Mayor has called on state legislators to address [11 barriers](#) to police accountability contained in the Maryland Law Enforcement Officer's Bill of Rights. These recommendations, however, do not go far enough. For example, the Mayor advocated for the 10-day waiting period officers are given to retain an attorney for misconduct investigations to be reduced to 5 days. This would continue to impose significant delays on investigating police officers for misconduct. We will advocate for a full repeal of the Law Officer's Bill of Rights, including the waiting period before interrogations, the statute of limitations for investigating complaints, and the hearing board provision that allows officers to have fellow officers decide whether they committed misconduct.



Leadership, Innovation, & Investment

City Hall must work for people, it must be responsive to the needs and aspirations of the citizens of Baltimore.

Transparency is a core pillar of government integrity. Citizens deserve to know where our city services – from housing and sanitation, to schools and police – are doing well and falling short. To this end, we must invest in a broad range of systems and structures of accountability and transparency, including annual and timely audits of all city agencies.

City Hall must also lead city-wide efforts focused on innovation and industry incubation, aimed at supporting the skill development for a new generation of jobs.

Together we can:

- Reinststate and strengthen a unified system for **tracking/ reporting the quality of services and the performance of government agencies through a revitalized City Stat that is focused on agency performance (inputs) AND on the well being of all citizens (outcomes).**
- Complete and **make public the findings of scheduled agency audits**, including internal school system audits.
- Develop and **implement management improvements and efficiencies** that respond to audit findings.
- **Institutionalize racial equity by requiring racial impact analyses** be conducted for all new city ordinances to ensure that city officials – and the public – are made conscious of the ways in which proposed policies would affect vulnerable communities.

- **Designate a portion of the City budget to be decided through participatory budgeting** with a specific portion of the budget dedicated to be decided by Baltimore’s youth (Model: [Boston Participatory Budgeting Project](#))



- **Extend hours of operation of re-entry, career, and recreation centers to be open when families need them, for example, during evenings and weekends.**



- **Increase government transparency by making City Council voting records and pending bills public in an easily accessible, searchable format**

Baltimore aggressively pursues innovation to yield measurable improvement in the well being of all of its citizens

Together we can:

- **Use the Mayor’s Office as a “R&D” unit for innovation** – seeking solid advice from around the country about how best to expand opportunity, reduce racial disparities and dramatically improve citizens lives.




- **Seek the full partnership of the city’s civic and business leadership and our elected officials at the State and Federal level** in implementing the strategies laid out in this platform and others that might emerge through future research and development.

- **Seek co-investment from these partners to incentivize the opportunity generating strategies laid out in this platform.** (Examples: Safe and Sound Campaign/ Maryland Opportunity Compacts, federal incentive programs like Race to the Top and the Workforce Innovation Fund.)
- **Rigorously measure and monitor our progress in implementing these strategies.** Use the baseline indicators contained in this report – and other measures as suggested by citizens – to gauge progress and guide future action

Baltimore makes best use of every available resource to improve citizens lives

Improving our City's fiscal health also requires expanding opportunity: Income from taxes will rise as more city residents gain employment and new residents are attracted to our schools and neighborhoods; costs for policing and other social service expenditures will fall – and together we can create a virtuous cycle of opportunity and growth.

While we generate this virtuous cycle of opportunity and growth, we can also:

- **Maximize existing revenues** through increased efficiencies in public agencies resulting from transparent audits and financial reporting as per the above.
 - **Aggressively pursue full use of federally funded entitlement programs** to support Baltimore's residents (see section above on Building Wealth).
 - Actively monitor and develop action teams to **vigorously pursue discretionary federal and state grant programs** that fit with the city's priorities.
- 
- **Engage in a complete review of the city's revenues** (including new casino impact funds) **and expenditures** (including the planned new expenditures laid out in this document). **Based on this review, lay out a revised schedule for rationalizing city taxes, including property tax relief as feasible.**
 - **Advocate at the State and Federal level for deepened investment in Baltimore.** Concentrated poverty, racial segregation and the flight of capital and residents are the direct result of previous local, state and federal policies. Their redress requires major new investments from all partners.



Neighborhoods and Housing

Baltimore is a city of neighborhoods. Strong, healthy homes are the building blocks of our neighborhoods. In our homes, we plan our future, tuck our kids in at night; home is where we come each and every day, it is our shelter against the challenges of the world. Home is where we rest, where we recharge, where we get ready for each new day.

But for too many Baltimoreans, home is not yet as healthy and strong as it can be. Our neighborhoods can be spaces where people come together to build communities that allow for the strengths of each member to grow.

Create Neighborhoods of Opportunity

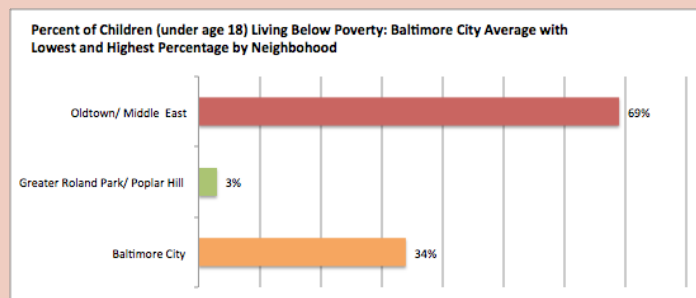
Together we can:

- **Break up concentrated poverty by expanding the use of housing choice vouchers and providing residential counseling and support to enable moves to neighborhoods of opportunity** -neighborhoods with great schools and low poverty rates – across the region (for example see [the Baltimore Regional Housing Partnership](#))
- **Use once in-a-lifetime investments in schools (the 21st Century School Plan), housing demolition, and neighborhood reinvestment to rebuild mixed-income city communities where all children and families can thrive.**

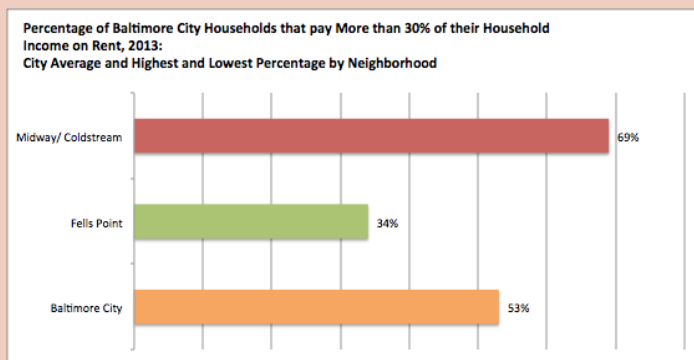


- **Bring together those working on comprehensive community change** efforts in distinct neighborhoods – like the Southwest Baltimore Partnership, Promise Heights, Park Heights Renaissance, and the Neighborhood Transformation Zone in East Baltimore – **to create a powerful cross-city network**, share effective strategies and lessons learned, and inform city, state and federal-level policy on neighborhoods.
- **Strengthen support for community planning and community organizing** in these and other neighborhoods to ensure every neighborhood has a master plan for its future development and growth.
- In conjunction with the Sustainable City recommendations (below), **ensure every neighborhood has green space for community gathering, recreation and play.**

Current Status:



Source: Baltimore Neighborhood Indicators Alliance (BNIA) analysis of U.S. Census American Community Survey five-year data, 2009- 2013.



Source: Baltimore Neighborhood Indicators Alliance (BNIA) analysis of U.S. Census American Community Survey five-year data, 2009- 2013.

Expand Affordable Housing and Home-Ownership

- **Expand homeownership assistance, including “live near your work” programs.**
- Enable **low-income residents to pay lower down payments for homes**, which has proven to increase homeownership and help residents build significant wealth. ([North Carolina Community Advantage Program](#))
- **Create a Rent-to-Own home ownership program** to create opportunities for wealth creation and revitalization of city-owned and/or abandoned properties in hardest-hit communities.

Demand Accountability and Increase Investments

- Work with housing advocates, surrounding counties and state leaders to **increase the region’s participation/ share in providing affordable housing** and de-concentrating poverty and respond to HUD’s mandate that all communities **create meaningful plans to address segregation and inequality** by Affirmatively Furthering Fair Housing.
- **Assess implementation of Baltimore’s Inclusionary Housing Law** to ensure that as development continues throughout the city, new investment results in mixed income housing developments.
- **Work to secure additional Federal HUD funding** including Choice Neighborhoods to implement housing programs and comprehensive community revitalization.
- **Aggressively work to eliminate housing discrimination and segregation**, including through providing additional resources to the Baltimore Community Relations Commission to enforce the City’s Fair Housing Ordinance.
- **Assess the current implementation of Vacants to Values, and commit to strengthening the effort** by:
 - Identifying financing partnerships with a range of public (city, state and federal, and private institutions and lenders to encourage more home rehabilitations;
 - Make most effective use of new investment capital announced by the State of Maryland for blight-elimination efforts in Baltimore;
 - Develop a plan to encourage reinvestment and redevelopment in distressed areas outside of the current scope of Vacants to Value;
 - Create an independent council to advocate for citywide policy changes relating to vacant buildings and provide independent oversight of Vacants to Value.



- Move immediately to **replace leadership of the Housing Authority of Baltimore City and the Baltimore City Department of Housing and Community Development and address management issues that include:**

- The backlog of maintenance and repair requests of city public housing
- The waitlist for subsidized housing and housing choice vouchers
- The disposition of city owned vacant properties (see Vacants to Values recommendations, below).



- **Reform Baltimore City’s Rent Court to better protect families from unfairly and/or unnecessarily evicted** from their homes by:
 - **Establishing funding for tenant legal services at Rent Court** to help families defend themselves from the potential threat of eviction and homelessness.
 - Advocating for state legislation to **require landlords to wait 14 days after demanding payment of rent before they can file an eviction case and require landlords to present essential documentation** when making these demands (i.e. the lease, accounting statement, rental license and lead risk reduction certificate) to encourage resolution of rent disputes before resort to the Rent Court.

Baltimore Welcomes New Americans

Current Status:

When immigrants arrive in Baltimore, they not only bolster the city's population, but also add to the economy and the neighborhoods they call home. Foreign-born workers earned approximately **\$1 billion in wages** in 2011, with a median household income of **\$40,796**. Immigrants held more than **27,000 jobs**; with unemployment rates **nearly two full points** below the general population – **6% vs. 7.9%**. Immigrants owned more than **7,500 homes** in the city and rented another **11,700**. Additionally, **39%** of immigrants hold **bachelor's degrees or higher**, compared with only **25%** of the general population, substantially contributing to Baltimore's knowledge-base, crucial to 21st century economic growth.

U.S. Census, American Community Survey 2011 as cited in The Role of Immigrants in Growing Baltimore: Recommendations to Retain and Attract New Americans, 2014.



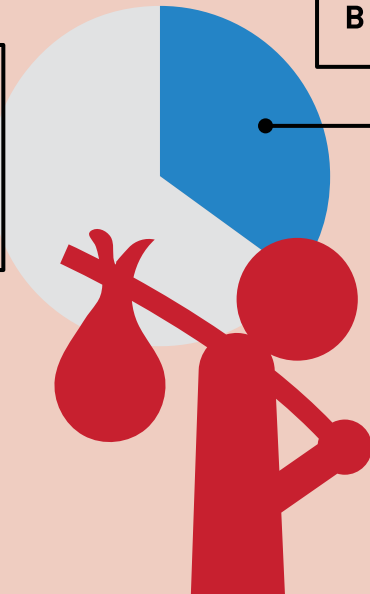
- **Join other cities in refusing to participate in the Department of Homeland Security's Priority Enforcement Program (PEP)** that relies on the participation of local law enforcement to identify residents for deportation. (Example: Philadelphia)
- **Ban Immigration and Customs Enforcement Agents (ICE agents) from city-owned properties and institutions** – and especially schools – except for when there are overriding public safety concerns. (Examples New York and Los Angeles)
- Work with partners across the state to **ensure access to the Maryland State Identification Card** for city residents without valid accompanying United States Citizenship and Immigration Services documentation (see: <http://www.mva.maryland.gov/announcements/sb715-information.htm>).

All Baltimore residents have a place to call home

Current Status:

MARYLAND IN 2014

**7,856
PEOPLE
WERE
HOMELESS**



**NEARLY
35%
LIVED IN
BALTIMORE**

In Maryland in 2014, it was estimated that 7,856 people were homeless.

Nearly 35% of all homeless people in the state of Maryland are in Baltimore City alone (2,756)

That's enough people to fill all the seats at Pier 6 Concert Pavilion.

Source: [Journey Home Baltimore](#)

Together we can:

- Develop new permanent housing units and use the **Housing First approach** to target these units to the most vulnerable individuals and families experiencing homelessness.
- Ensure existing permanent supportive housing units are targeted, in part, to **house chronically homeless individuals and veterans**.
- Repurpose some of the current transitional housing stock to **create new permanent housing opportunities for individuals, families and homeless youth**.
- Partner with advocates to **increase Medicare enrollment initiatives**, behavioral health service delivery, and coordinated discharge options, using the City's Point-In-Time count as a baseline for scaling.
- Partner with advocates to **increase access to skill development opportunities and job placement services** for homeless individuals and veterans.
- Partner with advocates to **ensure that staff at homeless shelters and residential units are trained in inclusive and culturally competent treatment services**, specifically with regard to the LGBT population.
- Partner with advocates to **increase the availability of and access to transitional and permanent housing** for highly mobile LGBT youth and adults.





Infrastructure & Sustainability

A Sustainable City

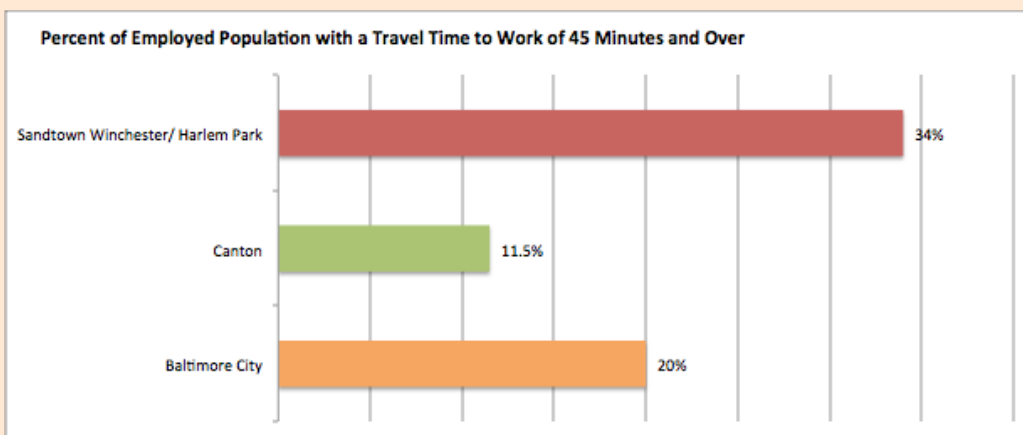
The infrastructure of our city is key to the overall long-term well-being of Baltimore. From our transportation systems to parks and water, we must ensure that public resources are leveraged and used in ways that benefit the lives of residents today and tomorrow and will also exist in years to come.

Together, we can:



- Advocate, along with partners such as the NAACP Legal Defense Fund, for the Red Line to be reconsidered.
- With an East-West Connector back on the table, move forward on an integrated, efficient, transportation system that:
 - Is driven by equity in funding and access
 - Demand efficiency
 - Is multi-model: effectively linking existing bus, light rail and rail line, the water taxi, bike routes and pedestrian pathways; and
 - Is increasingly green.
- Leverage Transit-Oriented Development (TOD) to:
 - Better leverage Baltimore-Penn Station and MTA's light rail system as the foundational elements of a TOD strategy
 - Incentivize developers to build mixed-income (market and affordable) housing at TOD sites and advocate strongly for the success of current inclusive TOD efforts like [Innovation Village](#) and [State Center](#)
- Pay particular attention to **sustainable, efficient modes of transportation, including** :
 - Exploring and identifying corridors for Bus-Rapid Transit (BRT) deployment, and then layer the TOD strategy on those corridors
 - Making pedestrian safety a priority in road upgrades to reduce traffic-related pedestrian injuries in the City
 - Moving forward on implementation of the Bike Master Plan with comprehensive bike lane routes
 - Expanding the role of car sharing, Smart City Solutions, and other private sector actors in the City's transportation system

Current Status:



Source: Baltimore Neighborhood Indicators Alliance analysis of U.S. Census American Community Survey data, five-year average, 2009 -2013.

All Baltimore residents have access to parks and green spaces



- Work with the Department of Recreation and Parks and non-profit and community partners in Baltimore to **develop an overarching plan for the expansion, maintenance and restoration of our parks and green spaces**. This plan should include continued and reinvigorated efforts to:
 - **Expand the tree canopy;**
 - **Transform vacant lots into pocket parks and urban farms;**
- Restore and then maintain our **one-of-a kind, world class, Olmsted-designed interconnected park system**.
- **Link students (high school through college) to green jobs** maintaining city parks and working for local and statewide small businesses, and other leaders in the industry

Baltimore is a leader in addressing climate change and protecting the environment

- **Assess the implementation of Baltimore’s Sustainability Plan (initially completed in 2006) and create an updated plan to guide the next 10-years of investment and action**, paying particular attention to:
 - **The development of green infrastructure** through tax credits for homeowners and businesses for retrofitting, and installing solar panels, green roofs and stormwater capture.
 - **Stormwater management** (through the use of revenue generated from the stormwater fee and a possible cap and trade program) to support the further “greening” of Baltimore
- **The protection and expansion of wetlands in the Inner Harbor;** and
- **Energy efficiency retrofits in publically owned properties** – returning savings for re-investment – and in private homes.
- **Prioritize the repair of aging water and sewer lines** in areas of the city hardest hit by sewage overflows, consistent with the [EPA consent decree](#).



Every Baltimore resident has access to technology

Together we can:

- Partner with local tech firms, Silicon Valley partners, and the philanthropic community to **provide every resident with free Wifi and broadband access**.
- **Expand access to technology** by partnering with non-profits and philanthropy to equip City recreation centers with computer labs, coding lessons, and other services to enable youth and families to integrate into the 21st century economy.
- Develop a **5-year Technology Master Plan** focused on:
 - **Encouraging innovative city-wide programming**, such as Popscope, by intentionally supporting and creating networking opportunities and increasing awareness of applicable funding streams, in line with the existing work of initiatives such as [Technical.ly Baltimore](#).





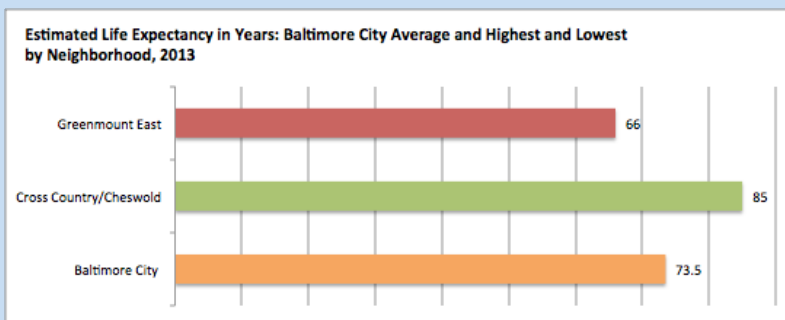
Health

We are Healthy

We must begin to think about health beyond hospitals, understanding that the health of our communities and those within communities is influenced by our day-to-day activities, our access to healthcare and our environment. For our city to thrive, we must be a healthy city – our residents must have access to nutritious food, must live in homes free of environmental hazards, and must have access to quality healthcare. The health of the residents of the city determines the health of the city itself.

Current Status:

Environmental risks like lead, mold, insects, and pollution impact residents' health and can cause permanent damage to children's mental and physical development. Currently, 56,000 Baltimore children under the age of 6 are at risk for lead poisoning and one in every five Baltimore City children has asthma.



Source: Baltimore Neighborhood Indicators Alliance analysis of Baltimore City Health Department data.

Baltimore residents are free from environmental hazards

Together we can:



- **Implement a comprehensive plan to end lead exposure in Baltimore, especially among children**, including:
 - **Hiring more inspectors** to ensure all of Baltimore City's rental units are examined and certified as lead safe.
 - **Creating a system for residents to report cases** where an inspector falsely or improperly certified a unit as lead free and aggressively investigate inspectors who are reported.
 - **Providing home lead testing kits** to any family that requests one in Baltimore City.
- **Accelerating the implementation of Maryland's new initiative to test all 1 and 2 year olds for lead exposure**, in part, by ensuring all children participating in Baltimore City's home-visiting and other early childhood programs are tested.
- **Establishing a team of skilled workers** to replace the windows and pipes, and remove lead paint of any housing unit where children are found to have been exposed.
- **Conducting random testing to determine levels of lead contamination in Baltimore City schools' drinking water and work with schools to replace lead pipes and end student exposure to this toxic substance.**

Baltimore residents have access to healthy foods

Current Status:

In Baltimore, 46% of lower-income neighborhoods have limited access to healthy food compared to 13% of higher-income neighborhoods. In addition, a survey of 226 supermarkets, grocery stores, convenience stores, and behind glass stores found that 43% of Baltimore's predominantly black neighborhoods were in the bottom third of healthy food availability, compared to only four percent of predominantly white neighborhoods.

Source: http://thefoodtrust.org/uploads/media_items/grocerygap.original.pdf

Together we can:

- **Establish a plan for every resident to have access to a grocery store** where they live by:
 - **Encouraging grocery stores to move to underserved communities** by conducting detailed analyses capturing communities' financial assets and purchasing power to support successful enterprises.
 - **Expanding the system for residents to order and receive grocery orders** at home, local libraries, elementary schools or senior/disabled housing sites without paying a delivery fee (Model: [Baltimore Food Policy Initiative](#)).
- **Increase the number of healthy food retailers in Baltimore, especially in underserved communities, by:**
 - **Investing in building the capacity of corner stores to offer healthier options** (Model: [Healthy Stores Baltimore](#)).
 - **Increasing the number of Baltimore City Farmers Markets** in underserved communities, which also serve as job creation opportunities
 - **Incentivizing the establishment of pop-up food retail** in underserved areas for burgeoning food businesses.
 - **Transforming urban spaces to make food accessible to all Baltimoreans** by planting fruit trees in food deserts, growing orchards on vacant lots, and continuing to provide incentives/ tax credits for urban farming.
- **Make healthy foods affordable for low-income residents** by:
 - **Increasing incentives (i.e. 3:1) for using food stamps to buy healthy foods** (double points food stamps. ebt initiative, baltimore promise & outcome stat).
 - **Collaborating with local farmers to distribute surplus produce at reduced or no cost** to residents. (Model: [Hungry Harvest](#)).



Baltimore residents have high quality health care

Together we can:



- **Seek full enrollment of eligible residents in health insurance** made possible through the Affordable Care Act, Medicaid, Medicare and the Children’s Health Insurance Program (CHIP).
- **Invest in the expansion of school-based health centers** to ensure students have access to physical, mental, and socio-emotional health supports – and ensure these centers are fully staffed with highly qualified medical professionals such as MDs and Physician’s Assistants.
- **Continue to strengthen the network of community health workers, mental health professionals and other health professionals and expand neighborhood-based health interventions**, with a focus on addressing major

problem areas for Baltimore residents such as diabetes, hypertension and asthma.

- **Build the capacity of health providers to effectively meet the needs of LGBT residents**, closing gaps in access to care and addressing issues of violent victimization, suicide, depression, substance abuse, and homelessness.



- Coordinate with community organizations and health partners to **implement a comprehensive strategy to test, diagnose early, and treat individuals** who have HIV/AIDS, diabetes, cancer, hepatitis and other chronic illnesses.

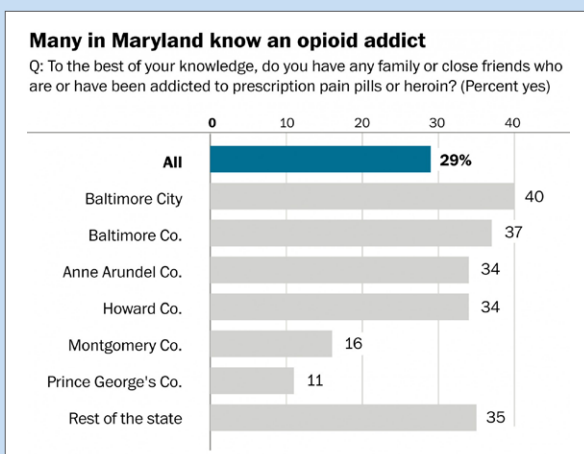
Baltimore residents are free from addiction



- Develop a concrete implementation and funding plan with clear benchmarks and public accountability mechanisms to put into place **treatment on demand** – a longstanding priority of the Baltimore community (and a key recommendation of the Mayor’s Heroin Treatment and Prevention Task Force Report). Key aspects of this plan and strategy should include:

- Centralized, easy-to-access **intake that is available 24/7**, with immediate access to an addiction counselor or social worker;
- Availability of **evidenced-based treatment options** that align with patient need (as opposed to just lowest-cost);
- **Universal case management;**
- **Treatment for co-occurring disorders;** and
- Access to **treatment for most vulnerable individuals in the city such as inmates and the recently incarcerated.**

Current Status:



Source: Washington Post-University of Maryland poll, Oct. 8-11

- Continue to **equip police officers and other first responders with Naloxone** and train them in its use.
- **Increase the capacity of clinics to provide inpatient services** to residents with substance abuse issues.
- (Companion recommendation from *We are Safe*: Build the capacity of community responders to **divert drug offenders to treatment and rehabilitation instead of arrest and incarceration**)



Arts & Culture

We Celebrate our Rich Culture

Baltimore is Charm City, a city with a rich culture. Art makes our lives better, as it is a reflection of our reality, our homes, and our dreams. Investing in art and culture is an investment in the creativity of the city itself.

Baltimore residents have access to vibrant arts and cultural activities

Together we can:



- **Establish the Mayor's Office of Culture and Arts** to inform decisions about local development at all levels and by all sectors, based on an understanding of cultural – not just economic and environmental – impact. This office would implement the following strategies:
 - Develop a City-wide Cultural Plan and Policy that recognizes and embraces arts and culture widely - including both fine artists and **street artists**, museums and local businesses, public art exhibits and neighborhood gatherings – and performs intentional outreach to traditionally underrepresented artist communities.
 - **Prioritize investment in Community-Based Arts and artists representing marginalized populations**, providing dedicated funding and resources to expand opportunity and transform shared spaces into vibrant and nurturing communities, for example in West Baltimore (Model: [Tucson Pima Arts Council PLACE \(People, Land, Arts, Culture, and Engagement\) Initiative](#)).
 - **Connect local artists to funding opportunities** through dedicated staff responsible for engaging the arts community, sharing resources and opportunities for funding, mentorship, and access to facilities. The City will host a series of art fairs to showcase and direct funding to local artists and expand the Open Walls Initiative to hire local artists to beautify the City (i.e. painting murals, etc.) (Model: Baltimore Open Walls Initiative, San Francisco).
- **Create a Coordinated Arts Education Initiative** to ensure that every child receives high quality arts and cultural education. The City will collaborate with Baltimore schools, artists, businesses, cultural organizations, faith- and community-based groups, youth and families to ensure all students have access to arts education and enhanced out-of-school time arts learning opportunities in parks, libraries and other neighborhood facilities (Model: [Dallas' Thriving Minds](#)).
- **Boost investment from 1% to 2% of capital construction costs for public art and arts enrichment programming.** The City will also update the ordinance to give preference to local artists and arts and culture organizations and to require private developers building on land acquired or assembled using public resources to participate in the Percent-for-Art ordinance (Model: [City and County of San Francisco Public Utilities Commission and San Francisco Arts Commission collaboration](#)).
- Ensure artists have access to facilities by making vacant and underutilized commercial buildings and properties available to be used for arts purposes and make the **permitting process easier for artists to access spaces needed to display/ promote their work.** (Model: [Tilsner Artists' Co-op and Northern Warehouse in Lowertown St. Paul](#))
- **Expand opportunities for artists to live in the city** through affordable “artist housing” and homeownership assistance.

Arts and culture contribute to the social, physical, intellectual, and economic life of a city.